

A TYPICAL AFFIRMATIVE ACTION PLAN FOR A COMPANY

The following typical Affirmative Action Plan (AAP) is based upon Order No. 4 as taken from the Federal Register, Volume 35, No. 25. The AAP was prepared by the plans for Progress Companies and as such made into law.

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1. The Equal Employment Opportunity Policy of \_\_\_\_\_  
Company.

	<u>Included</u>		<u>Remarks</u>	<u>Appendix</u>
	<u>yes</u>	<u>no</u>		
Development or reaffirmation of the equal employment opportunity policy.				A
(a) The contractor's policy statement should indicate the chief executive officers' attitude on the subject matter, assign overall responsibility and provide for a reporting or monitoring procedure. Specific items to be mentioned should include, but not limited to:				
(1) Recruit, hire, and promote all job classifications without regard to race, color, religion, sex, or national origin, except where sex is a bona fide occupational qualification.				
(2) Base decisions on employment so as to further the principle of equal employment opportunity.				
(3) Insure that promotion decisions are in accord with principles of equal employment opportunity by imposing only valid requirements for promotional opportunities.				
(4) Insure that all other personnel actions such as compensation, benefits, transfers, layoffs, return from layoff, company sponsored training, education, tuition assistance, social and recreation programs, will be administered without regard to race, color, religion, sex, or national origin, except where sex is a bona fide occupational qualification.				
(b) The contractor should periodically conduct analyses of all personnel actions to insure equal opportunity.				

Signed by Chief Executive Officer

## 2. Dissemination of Policy

	<u>Included</u>		<u>Remarks</u>	<u>Appendix</u>
	<u>Yes</u>	<u>No</u>		
<b>Internally</b>				
(1) Include it in contractor's policy manual.				B
(2) Publicize it in company newspaper, magazine, annual report, and other media.				
(3) Conduct special meetings with executive, management, and supervisory personnel to explain intent of policy and individual responsibility for effective implementation, making clear the chief executive officer's attitude.				C
(4) Schedule special meetings with all other employees to discuss policy and explain individual employee responsibilities.				C
(5) Discuss the policy thoroughly in both employee orientation and management training programs.				
(6) Meet with union officials to inform them of policy, and request their cooperation.				
(7) Include nondiscrimination clauses in all union agreements, and review all contractual provisions to ensure they are nondiscriminatory.				D
(8) Publish articles covering EEO programs, progress reports, promotions of minority employees, etc., in company publications.				
(9) Post the policy on company bulletin boards.				
(10) When employees are featured in product or consumer advertising, both minority and nonminority employees should be pictured.				
<b>Externally</b>				
(1) Inform all recruiting sources verbally and in writing of company policy, stipulating that these sources actively recruit and refer minorities for all positions listed.				E
(2) Incorporate the Equal Opportunity clause in all purchase orders, leases, contracts, etc., covered by Executive Order 11246, as amended, and its implementing regulations.				F
(3) Notify minority organizations, community agencies, community leaders, secondary schools and colleges, of company policy, preferably in writing.				
(4) When employees are pictured in consumer or help wanted advertising, both minorities and nonminorities should be shown.				
(5) Send written notification of company policy to all subcontractors, vendors and suppliers requesting appropriate action on their part.				F

### 3. Responsibility for Implementation of Policy

	<u>Included</u>		<u>Remarks</u>	<u>Appendix</u>
	<u>yes</u>	<u>no</u>		
(a) An executive of the contractor should be appointed as director or manager of company Equal Opportunity Programs. Depending upon the size and geographical alignment of the company, this may be his sole responsibility. He should be given the necessary top management support and staffing to execute his assignment. His responsibilities should include, but not necessarily be limited to:				
(1) Developing policy statements, affirmative action programs, internal and external communication techniques.				
(2) Assisting in the identification of problem areas.				
(3) Assisting line management in arriving at solutions to problems.				
(4) Designing and implementing audit and reporting systems that will:				G
(i) Measure effectiveness of the contractor's program.				
(ii) Indicate need for remedial action.				
(iii) Determine the degree to which the contractor's goals and objectives have been attained.				
(5) Serve as liaison between the contractor and enforcement agencies, minority organizations, and community action groups.				
(6) Keep management informed of latest developments in the entire equal opportunity area.				
(b) Line responsibilities should include, but not be limited to, the following:				
(1) Assistance in the identification of problem areas and establishment of local and unit goals and objectives.				
(2) Active involvement with local minority organizations and community action groups.				
(3) Periodic audit of hiring and promotion patterns to remove impediments to the attainment of goals and objectives.				
(4) Regular discussions with local managers, supervisors and employees to be certain the contractor's policies are being followed.				
(5) Review of the qualifications of all employees to insure minorities are given full opportunities for transfers and promotions.				
(6) Career counseling for all employees.				
(7) Periodic audit to insure that each location is in compliance in areas such as:				G
(i) Posters are properly displayed.				
(ii) All facilities including company housing, are not segregated, both in policy and in use.				
(iii) Minority employees are afforded a full opportunity and are encouraged to participate in all company sponsored educational, training, recreational and social activities.				
(8) Supervision should be made to understand that their work performance is being evaluated on the basis of their equal employment opportunity efforts and results, as well as other criteria.				

#### b. Review of Utilization Analysis

§ 60-2.11 Required utilization analysis and goals.

Affirmative action programs must contain the following information:

(a) An analysis of all major job categories at the facility, with explanations if minorities are currently being underutilized in any one or more job categories (job "category" herein meaning one or group of jobs having similar content, wage rates and opportunities). "Underutilization" is defined as having fewer minorities in a particular job category than would reasonably be expected by their availability. In determining whether minorities are being underutilized in any job category, the contractor will consider at least all of the following factors:

(1) The minority population of the labor area surrounding the facility;

(2) The size of the minority unemployment force in the labor area surrounding the facility:

(3) The percentage of minority work force as compared with the total work force in the immediate labor area:

(4) The general availability of minorities having requisite skills in the immediate labor area;

(5) The availability of minorities having requisite skills in an area in which the contractor can reasonably recruit;

(6) The availability of promotable minority employees within the contractor's organization:

(7) The anticipated expansion, contraction and turnover of and in the work force;

(8) The existence of training institutions capable of training minorities in the requisite skills; and

(9) The degree of training which the contractor is reasonably able to undertake as a means of making all job classes available to minorities.

(c) Support data for the above analysis and program shall be compiled and maintained as part of the contractor's affirmative action program. This data should include progression line charts, seniority rosters, applicant flow data, and applicant rejection ratios indicating minority status.

(d) Based upon the Government's experience with compliance reviews under the Executive order programs and the contractor reporting system, over the past eight (8) years, minority groups are most likely to be underutilized in the following six (6) categories as defined by the Employer's Information Report, EEO-1: officials and managers, professional, technicians, sales workers, office and clerical, and craftsmen (skilled). Therefore, the contractor shall direct special attention to these categories in his analysis and goal setting.

[illegible]

5. Identification of Problem Area (Continued)

	<u>Included</u>		<u>Remarks</u>	<u>Appendix</u>
	<u>yes</u>	<u>no</u>		
(14) No formal techniques established for evaluating effectiveness of EEO programs.				
(15) Lack of access to suitable housing inhibits employment of qualified minorities for professional and management positions.				
(16) Lack of suitable transportation (public or private) to the workplace inhibits minority employment.				
(17) Labor unions and subcontractors not notified of their responsibilities.				
(18) Purchase orders do not contain EEO clause.				
(19) Posters not on display.				

# 5. Identification of Problem Area

	Included		Remarks	Appendix
	yes	no		
(a) An in-depth analysis of the following should be made, paying particular attention to apprentices and those categories listed in § 60-2.11(d):				J, K
(1) Racial composition of the work force.				
(2) Racial composition of applicant flow.				
(3) The total selection process including position descriptions, man specifications, application forms, interview procedures, test administration, test validity, referral procedures, final selection process, and similar factors.				
(4) Transfer and promotion practices.				
(5) Facilities, company sponsored recreation and social events, and special programs such as educational assistance.				
(6) Seniority practices and seniority provisions of union contracts.				
(7) Apprenticeship programs.				
(8) All company training programs, formal and informal.				
(a) Work force attitude.				
(10) Technical phases of compliance, such as poster and notification to labor unions, retention of applications, notification to subcontractors, etc.				
(b) If any of the following items are found in the analysis, special corrective action should be appropriate.				
(1) An "underutilization" of minorities in specific work classifications.				
(2) Lateral and/or vertical movement of minority employees occurring at a lesser rate (compared to work force mix) than that of nonminority employees.				
(3) The selection process eliminates a higher percentage of minorities than nonminorities.				
(4) Application and related pre-employment forms not in compliance with local, State, or Federal legislation.				
(5) Position descriptions inaccurate in relation to actual functions and duties.				
(6) Man specifications not validated in relation to position requirements and job performance.				
(7) Test forms not validated by location, work performance and inclusion of minorities in sample.				
(8) Referral ratio of minorities to the hiring supervisor or manager indicates an abnormal percentage are being rejected as compared to nonminority applicants.				
(9) Minorities are excluded from or are not participating in company sponsored activities or programs.				
(10) De facto segregation still exists at some facilities.				
(11) Seniority provisions contribute to overt or inadvertent discrimination, i.e., a racial disparity exists between length of service and types of jobs held.				
(12) Nonsupport of company policy by managers, supervisors, or employees.				
(13) Minorities underutilized or underrepresented in apprenticeship programs or other training or career improvement programs.				



## 6. Establishment of Goals and Timetables

	<u>Included</u>		<u>Remarks</u>	<u>Appendix</u>
	<u>yes</u>	<u>no</u>		
(a) The goals and timetables developed by the contractor should be attainable in terms of the contractor's analysis of his deficiencies and his entire affirmative action program. Thus, in establishing the size of his goals and the length of his timetables, the contractor should consider the results which could reasonably be expected from his putting forth every good faith effort to make his overall affirmative action program work. In determining levels of goals, the contractor should consider at least the factors listed in § 60-3.11(a).				
(b) Involve personnel relations staff, department and division heads, and local and unit managers in the goal setting process.				
* (c) Goals should be significant, measurable and attainable.				
(d) Goals should be specific for planned results, with timetables for completion.				
(e) Goals may not be rigid and inflexible quotas which must be met, but must be targets reasonably attainable by means of applying every good faith effort to make all aspects of the entire affirmative action program work.				

- \* Goals and Timetables should be designed to correct any identifiable deficiency.

List identifiable areas for which no Goal/Timetable has been established and/or contractor's explanation for such situation.

Company need only to establish goals when the particular job category shows an under utilization of non-whites. In establishing goals take into account, the company's hiring program and the availability of recruits. The goals established should be realistic, in that, the goals should be meaningful, ones that can be reached through the activities of the company's plans and the availability of non-white recruits.

## 7. Development and Execution of Problems

	<u>Included</u>		<u>Remarks</u>	<u>Appendix</u>
	<u>yes</u>	<u>no</u>		
(a) The contractor should conduct detailed analyses of position descriptions to insure that they accurately reflect position functions, and are consistent for the same position from one location to another.				
(b) The contractor should validate man specifications by division, department, location, or other organizational unit and by job category using job performance criteria. Special attention should be given to academic, experience and skill requirements to insure that the requirements in themselves do not constitute inadvertent discrimination. Specifications should be consistent for the same job classification in all locations and should be free from bias as regards to race, color, religion, sex, or national origin, except where sex is a bona fide occupational qualification. Where requirements screen out a disproportionate number of minorities, such requirements should be professionally validated to job performance.				
(c) Approved position descriptions and man specifications, when used by the contractor, should be made available to all members of management involved in the recruiting, screening, selection and promotion process. Copies should also be distributed to all recruiting sources.				
(d) The contractor should evaluate the total selection process to insure freedom from bias and, thus, aid the attainment of goals and objectives.				
(1) All personnel involved in the recruiting, screening, selection, promotion, disciplinary, and related processes should be carefully selected and trained to insure elimination of bias in all personnel actions.				
(2) The contractor should validate all selection criteria (Note Department of Labor Order of Sept. 9, 1963) (33 FR, 44392, Sept. 24, 1968) covering the validation of Employment Tests and Other Selection Techniques by Contractors and Subcontractors Subject to the Provisions of Executive Order 11246.				
(3) Selection techniques other than tests may also be improperly used so as to have the effect of discriminating against minority groups. Such techniques include but are not restricted to, unrecorded interviews, unrecorded application forms, arrest records, and credit checks.				
Where there exists data suggesting that such unfair discrimination or exclusion of minorities exists, the contractor should analyze his unrecorded procedures and eliminate them if they are not objectively valid.				



# 7. Development and Execution of Problems (Continued)

	Included		Remarks	Appendix
	yes	no		
(f) The contractor should insure that minority employees are given equal opportunity for promotion. Suggestions for achieving this result include:				
(1) An analysis of current minority employees to determine academic skill and experience level of individual employees.				
(2) Initiating necessary remedial, job training and work-study programs.				
(3) Developing and implementing formal employee evaluation programs.				
(4) Establishing a system for the evaluation of job performance of minority employees. If performance is found to be lower than that of the lowest performing white employee.				
(5) When appropriate, should minority employees be passed over for upgrading, require supervisory personnel to submit written justification.				
(6) Establish formal career counseling programs to include attitude development, education and job rotation, advancement and promotion.				
(7) Establish a minority professional society which will act to encourage such activities as are appropriate, and do not have a negative effect.				
(8) Make certain facilities and community and social and recreation activities are desegregated. Actively encourage minority employees to participate.				

## 8. Audit and Reporting Systems

	<u>Included</u>		<u>Remarks</u>	<u>Appendix</u>
	<u>yes</u>	<u>no</u>		
(a) The contractor should monitor the contractor's performance in terms of reports and information at the contractor's expense to ensure non-discriminatory practices are carried out.				
(b) The contractor should require the contractor to report on the basis of the degree to which the contractor's unit goals are attained and the contractor's unit goals met.				
(c) The contractor should review the contractor's unit goals with all levels of the contractor's organization.				
(d) The contractor should advise the contractor of the contractor's unit goals and the contractor's unit goals to improve the contractor's performance.				

## 9. Support of Local and National Action Program

	<u>Included</u>		<u>Remarks</u>	<u>Appendix</u>
	<u>yes</u>	<u>no</u>		
(a) The contractor should appoint key members of management to serve on Merit Employment Councils, Community Relations Boards and similar organizations.				
(b) The contractor should encourage minority employees to actively participate in National Alliance of Businessmen programs for the retention of minority employees.				
(c) The contractor should support Vocational Guidance Institutes, Vocational Training Programs and similar activities.				
(d) The contractor should assist secondary schools and colleges with significant minority enrollment in programs designed to enable graduates of these institutions to compete in the open employment market on a more equitable basis.				
(e) The contractor should publicize achievements of minority employees in local and minority news media.				
(f) The contractor should support programs developed by the National Alliance of Businessmen, the Urban Coalition and similar organizations.				

# SUMMARY

## A.A.P. INCLUDES:

60-2.11

Required Utilization

Goals

Support Data

Reasons for Lack of Goal

Yes	No

Additional required ingredients of affirmative action programs.

Effective affirmative action programs shall contain, but not necessarily be limited to, the following ingredients:

(a) Development or realization of the contractor's equal employment opportunity policy in affirmative action.

(b) Formal internal and external dissemination of the contractor's policy.

(c) Establishment of records and for implementation of the contractor's affirmative action program.

(d) Identification of problem areas (deficiencies) by organizational units and job categories.

(e) Establishment of goals and objectives by organizational units and job category, including timetables for completion.

(f) Development and execution of action-oriented programs designed to eliminate problems and further designed to attain established goals and objectives.

(g) Design and implementation of internal audit and reporting systems to measure effectiveness of the total program.

(h) Active support of local and national community action programs.

Prepared by a Task Force of the  
Business and Industrial Coordinating  
Council (BICC)

EQUAL EMPLOYMENT POLICY

It is the policy of \_\_\_\_\_ not to discriminate against any employee or applicant for employment because of race, color, religion, sex, or national origin. We will take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, color, religion, sex, or national origin. Such action shall include, but not be limited to the following:

employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship.

The work performance of all levels of employees shall be evaluated on the basis of your equal employment opportunity efforts and results, as well as other criteria.

Mr. \_\_\_\_\_ has been appointed Director, Equal Opportunity Program. He will report to me quarterly on the results of our affirmative action program.

NAME OF COMPANY

s/

, President

EEO Coordinator

SUBJECT: EQUAL EMPLOYMENT OPPORTUNITY UNDER EXECUTIVE ORDER 11246

Gentlemen:

The U. S. Department of Labor has now authorized \* to obtain a Compliance Report Certificate once each year from each supplier with whom we may place purchase orders involving both Government and Commercial procurements and to renew this Certificate each year.

The attached Form , when completed and signed, will be effective for a year, and will tell \* and the Government whether or not your firm is in compliance with Executive Order 11246 and, if you are not, will give the circumstances under which you are required to comply.

Since neither of our companies can anticipate the value of future orders, we ask that your firm carefully read, and execute the enclosed Form and return to\* within fifteen days after receipt. Should you have any questions regarding Form , do not hesitate to call one of the following Supervisors:

Your compliance with this request is appreciated.

\* Name of Company



## COMPLIANCE REPORT CERTIFICATE

- A Has your company filed the required Employer Information Report, EEO-1 (Standard Form 100) with the Secretary of Labor's Joint Reporting Committee for the prior period ending March 31?

Yes ☐No ☐

If your answer to Question A above is "No," check the following appropriate reason for not filing

- ☐ 1 Employ less than one hundred people company wide
- ☐ 2 Have specific exemption from Secretary of Labor as provided in Section 204 of Executive Order 11246, as amended

Within thirty (30) days after receipt of any order from

Corporation and prior to each March 31 hereafter, during the performance of work under said order, the undersigned firm agrees to file Standard Form 100, entitled "Equal Employment Opportunity Information Report EEO-1" in accordance with instructions contained therein, unless such firm has either filed such report within twelve months preceding the date of the award or is not otherwise required by law or regulation to file such a report

- B In consideration of the undersigned being placed in Corporation's "Supplier Document" for the year ending March 31 next, the undersigned certifies that he does not and will not maintain or provide for his employees any segregated facilities at any of his establishments and that he does not and will not permit his employees to perform their services at any location under his control where segregated facilities are maintained. The undersigned agrees that a breach of this certification is a violation of the Equal Opportunity clause in any subcontract, contract, purchase order or agreement that the undersigned may receive from Corporation

As used in this certification, the term "segregated facilities" means any waiting room, work areas, rest rooms and wash rooms, restaurants and other eating areas, time clocks, locker rooms and other storage or dressing areas, parking lots, drinking fountains, recreation or entertainment areas, transportation, and housing facilities provided for employees which are segregated on the basis of race, creed, color or national origin, because of habit, local custom or otherwise.

The undersigned further agrees that he will obtain identical certifications from proposed subcontractors prior to the award of subcontracts exceeding \$10,000

which are not exempt from the provisions of the Equal Opportunity clause, that he will retain such certification in his files and that he will forward the following notice to his proposed subcontractors (except when the proposed subcontractors have submitted identical certifications for specific time periods)

**"NOTICE TO PROSPECTIVE SUBCONTRACTORS OF REQUIREMENT FOR CERTIFICATION OF NONSEGREGATED FACILITIES"**

"A certification of Nonsegregated Facilities, as required by the May 9, 1967 order on Elimination of Segregated Facilities, by the Secretary of Labor (32 Fed. Reg. 7439, May 19, 1967) must be submitted prior to the award of a subcontract exceeding \$10,000 which is not exempt from the provisions of the Equal Opportunity clause. The certification must be submitted either for each subcontract or for all subcontracts during a period (i.e., quarterly, semi-annually or annually)

(Note: The penalty for making false statements in offers is prescribed in 18 U.S.C. 1001.)"

- C Do you have at each of your facilities a current written affirmative action compliance program as called for in 60-140 of Title 41 of the Code of Federal Regulations?

Yes ☐No ☐

If "No," within 120 days after receipt of any order resulting from attached quotation the undersigned firm agrees to develop and maintain a written affirmative action compliance program for each of its facilities unless at such time it is not required by law or regulation to develop such a program. (Current law requires the contractor to develop a written affirmative compliance program in those cases where the contractor has received prime contracts or subcontracts for \$50,000 or more and employs fifty (50) or more people.)

Company \_\_\_\_\_

By \_\_\_\_\_

Title \_\_\_\_\_

Date \_\_\_\_\_

**TO:**

**SUBJECT** EQUAL EMPLOYMENT OPPORTUNITY COMPLIANCE REPORT CERTIFICATE

**BUSINESS REPLY MAIL**

NO POSTAGE STAMP NECESSARY IF MAILED IN THE UNITED STATES

POSTAGE WILL BE PAID BY

**FIRST CLASS**  
PERMIT NO

B

**ATTENTION: Purchasing Agent**

## AFFIRMATIVE ACTION PROGRAM

- I. REAFFIRMATION OF POLICY
- II. DISSEMINATION OF POLICY
- III. IMPLEMENTATION
- IV. ANALYSIS OF WORK FORCE
- V. PROBLEM AREAS
- VI. GOALS AND TIME TABLES
- VII. ACTION ORIENTED PROGRAMS
- VIII. INTERNAL AUDIT AND REPORTING
- IX. COMMUNITY ACTION PROGRAMS

I. REAFFIRMATION OF POLICY (60-2.20)

A. BASIC STATEMENT

B. SPECIFIC COMMENTS ON FUNDAMENTAL AREAS OF EEO  
RESPONSIBILITY

1. SELECTION

2. PROMOTION

3. LAYOFFS

4. TRANSFERS

5. BENEFITS

C. DESIGNATION OF RESPONSIBLE OFFICIAL AND HIS DUTIES

D. ANNUAL RE-STATEMENT

## II. DISSEMINATION OF POLICY (60-2.21)

### A. INTERNAL

1. SUPERVISORY EMPLOYEE RELATIONS MANUAL
2. EMPLOYEE HANDBOOK
3. EMPLOYEE ORIENTATION
4. COMPANY NEWSPAPER
5. COMPANY ANNUAL REPORT
6. UNION AGREEMENT
7. ANNUAL LETTER TO EMPLOYEES
8. MANAGEMENT & SUPERVISORY MEETINGS

## II. DISSEMINATION OF POLICY (CONTINUED)

### B. EXTERNAL

1. INCLUSION IN PURCHASE ORDERS & SUB-CONTRACTS
2. NOTICES TO RECRUITMENT SOURCES
3. ANNUAL STATEMENT TO LOCAL MINORITY GROUPS  
COMMUNITY LEADERS AND AGENCIES  
COLLEGES AND UNIVERSITIES  
SECONDARY SCHOOLS

### III. IMPLEMENTATION (60-2.22)

- A. DESIGNATE A FACILITY EEO COORDINATOR
- B. DESIGNATE HIS RESPONSIBILITIES
  - 1. DEVELOP POLICY
  - 2. DEVELOP AFFIRMATIVE ACTION COMPLIANCE PROGRAM
  - 3. MEASURE PROGRAM'S EFFECTIVENESS
  - 4. DEVELOP REPORTING AND AUDIT SYSTEM
  - 5. IDENTIFY PROBLEM AREAS
  - 6. MAINTAIN TECHNICAL COMPLIANCE
- C. EVALUATE EEO EFFECTIVENESS OF SUPERVISORS

### III. IMPLEMENTATION (CONTINUED)

#### D. SUPPORT DATA MUST BE PART OF PROGRAM

1. LINE OF PROGRESSION CHARTS
2. SENIORITY ROSTERS
3. APPLICANT FLOW
4. APPLICANT REJECTION RATIO

#### E. GOALS AND TIME TABLES MUST BE PART OF PROGRAM

1. DEFICIENCIES MUST BE CORRECTED
2. REASONS MUST BE GIVEN FOR UNESTABLISHED GOALS



#### IV. ANALYSIS OF WORK FORCE (60-2.11)

##### A. MAJOR AREAS OF UNDER-UTILIZATION

1. OFFICIALS AND MANAGERS
2. PROFESSIONALS
3. TECHNICIANS
4. SALES WORKERS
5. OFFICE AND CLERICAL
6. SKILLED CRAFTSMEN

##### B. UNDER UTILIZATION BY ORGANIZATIONAL UNIT OR DEPARTMENT

##### C. CONSIDERATIONS FOR IMPROVING UNDER-UTILIZATION

1. ANTICIPATED EXPANSION OR TURNOVER
2. AVAILABILITY OF PROMOTABLE MINORITIES
3. EXISTENCE OF TRAINING INSTITUTIONS
4. DEGREE OF CONTRACTOR-ASSURED TRAINING

IV. ANALYSIS OF WORK FORCE (Cont'd)

- D. EXPLAIN UNDER-UTILIZATION OF MINORITIES
  - 1. MINORITY POPULATION IN LABOR AREA
  - 2. AVAILABILITY IN IMMEDIATE LABOR AREA
  - 3. AVAILABILITY IN RECRUITING AREA
  - 4. SIZE OF UNEMPLOYED MINORITY WORK FORCE

V. PROBLEM AREAS (60-2.23)

A. ANALYZE:

1. INTEGRATION OF ORGANIZATION

IS IT COMPLETE?

BY DEPARTMENT?

BY UNIT?

BY SHOPS?

BY CRAFTS?

2. APPLICANT FLOW STATISTICS

MINORITY VS WHITE

3. RATIO OF HIRES

4. RATIO OF PROMOTIONS

## V. PROBLEM AREAS (Cont'd)

### B. REVIEW

1. SELECTION PROCESS: CONTROLS; ADHERENCE TO PROCEDURE
2. TESTING PROGRAM: CONTROLS; VALIDATION; TESTS USED
3. PROMOTION AND TRANSFER PROCEDURES
4. EEO STATEMENT & POSTURE: EMPLOYEE FACILITIES;  
RECREATION PROGRAMS; ATHLETIC TEAMS; CLUBS
5. EDUCATION PROGRAMS: TUITION REFUND PLAN;  
APPRENTICE PROGRAMS FOR MINORITY PARTICIPATION
6. LOCAL LABOR MARKET: NEGRO AVAILABILITY VS. WHITE;  
POPULATION RATIO FACTORS
7. EEO-1 CATEGORIES: DETERMINE EEO PROFILE

VI GOALS AND TIME TABLES (60-2.24)

- A. EEO-1 CATEGORIES WITH OBVIOUS DEFICIENCIES
- B. JOB CLASSIFICATIONS: ALL WHITE OR ALL BLACK
- C. DEPARTMENTAL MIX
- D. STATISTICAL ANALYSIS IN ACCORDANCE WITH OFCC ORDER NO. 4, SUB-PART (B), CHAPTER 60-2.11
- E. DATA MAINTAINED IN ACCORDANCE WITH OFCC ORDER NO. 4, SUB-PART (B), CHAPTER 602.11

TOTAL POP NOW	M. G. POP NOW	PROJECTION	TURNOVER	NEED TO HIRE	M. G. GOALS
100	10	130	10	40	?

VII. ACTION ORIENTED PROGRAM (60-2.25)

- A. DETAILED ANALYSIS OF POSITION DESCRIPTIONS
- B. EVALUATE SELECTION PROGRAMS
- C. VALIDATE SELECTION CRITERIA (TESTING)
- D. SELECT PROPER REFERRAL SOURCES
- E. CONDUCT PLANT TOURS
- F. USE MINORITIES ON EMPLOYMENT STAFFS
- G. PARTICIPATE IN CAREER DAYS, JOB FAIRS, ETC.
- H. INAUGURATE SUMMER PROGRAM
- I. INSTITUTE CAREER COUNSELING

VIII. INTERNAL AUDIT AND REPORTING  
(60-2.26)

A. MONITOR RECORDS BY RACE ON

- |                   |                 |
|-------------------|-----------------|
| 1. PLACEMENTS     | 4. REFERRALS    |
| 2. PROMOTIONS     | 5. TRANSFERS    |
| 3. AFFECTED CLASS | 6. TERMINATIONS |

B. FORMAL REPORTS ON GOALS FROM UNIT MANAGERS

C. REVIEW RESULTS AT ALL MANAGEMENT LEVELS

D. ADVISE TOP MANAGEMENT OF PROGRAM EFFECTIVENESS

E. MAKE RECOMMENDATIONS TO

1. CORRECT DEFICIENCIES
2. IMPROVE OPERATIONS

IX. COMMUNITY ACTION PROGRAMS (60-2.27)

- A. MERIT EMPLOYMENT COUNCILS
- B. COMMUNITY RELATIONS BOARD
- C. NATIONAL ALLIANCE OF BUSINESS PROGRAM
- D. VOCATIONAL GUIDANCE INSTITUTES
- E. VESTIBULE TRAINING PROGRAMS
- F. ASSIST IN SECONDARY SCHOOL AND COLLEGE PROGRAMS
- G. PUBLICIZE ACHIEVEMENTS



To: \_\_\_\_\_

(Name of union or organization of workers)

The above named company, because of its contractual relationship with the Federal government, is subject to the provisions of Executive Order 11246 of September 24, 1965, and of Executive Order 11375 of October 13, 1967. By virtue of the provisions of these Orders, this company is obliged not to discriminate against any employee or applicant for employment because of race, color, religion, sex or national origin. This obligation not to discriminate in employment includes, but is not limited to, the following:

HIRING, PLACEMENT, UPGRADING, TRANSFER, OR DEMOTION

RECRUITMENT, ADVERTISING, OR SOLICITATION FOR EMPLOYMENT

TRAINING DURING EMPLOYMENT

RATES OF PAY OR OTHER FORMS OF COMPENSATION

SELECTION FOR TRAINING INCLUDING APPRENTICESHIP

LAYOFF OR TERMINATION

This notice is furnished you pursuant to the provisions of Executive Order 11246.

\_\_\_\_\_  
(Contractor or subcontractor)\_\_\_\_\_  
(Date)

The Employer and the Union agree to cooperate in continuing to maintain policies and practices which prevent discrimination against any employe or applicant for employment because of race, color, religion, sex, age or national origin, and further to affirmatively cooperate in the implementation of Presidential Executive Order #11246, its regulations, and other lawful requirements intended to prevent any such discrimination.

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SUGGESTED BILATERAL EEO CLAUSE

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## COMPANY LETTERHEAD

Employment Agency  
Number and Street  
City, State, Zip Code

Dear Sir:

We are sure you are familiar with the obligations and responsibilities of government contractors and subcontractors subject to the provisions of Executive Order #11246 covering nondiscrimination in employment.

\_\_\_\_\_ has always subscribed to, and applied, a complete policy of nondiscrimination in its employment practices and all dealings with its employees. However, we wish to reiterate this policy and advise you that we are "An Equal Opportunity Employer."

We know your organization is as anxious as we to cooperate in complying with the spirit and intent of Executive Order #11246. It is our personal hope that you will assist us in our application of this policy by continuing to refer to this facility all qualifiable applicants regardless of race, color, religion, sex, age or national origin.

Your cooperation in the past has been greatly appreciated and we anticipate many more years of a mutually beneficial association. Please acknowledge receipt of this letter and your ability to comply with our equal employment policy.

Very truly yours,

## RULES AND REGULATIONS

FEDERAL REGISTER, VOL. 33, NO. 104—TUESDAY, MAY 28, 1968

(d) **Incorporation by reference.** The usual opportunity clause may be incorporated by reference in Government bills of Indian transportation requests, contracts for deposits of Government funds, contracts for issuing and paying U.S. savings bonds and notes, contracts and subcontracts less than \$50,000 and such other contracts as the Director may designate.

EEO CLAUSE from EXECUTIVE ORDER 11246

**EQUAL EMPLOYMENT OPPORTUNITY:** The Equal Employment Opportunity clause in Section 202, Paragraphs 1 through 7 of Executive Order 11246, as amended, relative to equal employment opportunity and the implementing Rules and Regulations of the Office of Federal Contracts Compliance are incorporated herein by specific reference.

## Executive Order 11246

See 202 TACOM's report submitted in response to the Secretary of Defense's request for information regarding the status of every Government-owned aircraft as of the end of the fiscal year.

"During the performance of the contract, the contractor shall be responsible for the safety of the work." b6 b7C

"(1) Fine formation will not be  
attributed to any one of the above  
mentioned factors, but to the  
race cells, to the genes, to the  
ones. The environment, the  
rest is related to the  
exits are caused  
play as a treated  
ment, without rec to the r-

color, religion, sex or national origin. Such action shall not be limited to the following: recruitment or recruitment advertising, layoff or termination, rate of pay or other forms of compensation and selection for training and apprenticeship. The contractor shall be able to rely on the provisions of the employment contract to be provided by the contractor to prevent any of the provisions of the anti-discrimination clause.

"(2) The contractor will accept solicitations or applications from employees placed by or on behalf of the contractor, subject to the qualified applicant's race, color, sex, or national origin for employment, but is exempted from race, color, religion, sex, or national origin

(4) The contractor will send to each labor union or representative of workers with whom he has a collective bargaining agreement or other contract or understanding, a notice to be posted by the agency contracting officer, advising the labor union or workers representative of the contractor's compliance under Section 109 of the Labor Contract No. 119-C of September 21, 1964, and the post costs of the notice transmission, as well as the place where the notice is applied to the contract.

(d) The contract will comply with all provisions of Executive Order No. 12066 of September 18, 1980, and of the rules, regulations, and relevant orders of the Secretary of Labor.

[illegible]

(C) In the event of the con-  
tract being terminated, the  
notary shall be entitled to this  
contract or a copy of it.

regulation, or orders, this contract may be cancelled, terminated, or suspended in whole or in part and the contractor may be declared ineligible for further Government contracts in accordance with procedures authorized in Executive Order No. 11635 of September 24, 1965, and such other sanctions may be imposed and remedies invoked as provided in Executive Order No. 11223 of September 2, 1965 or by rule, regulation, or order of the Secretary of Labor, or as otherwise provided by law.

"(7) The contractor will treat the provisions of Paragraph 1, through 7, as a condition precedent to purchase of any Windows coverings, blinds, request for order or order to Secretary of Labor and pay at least Section 301 of Executive Order 11615 of September 14, 1969, on the such provisions will be binding on each subcontractor or supplier of the contractor. I take such action with respect to any subcontract or purchase order as the contractor may direct as a means of enforcing such provisions, including sanctions for noncompliance. Provided, however, that in the event the contractor has no direct or indirect ownership, financial interest or other such relationship with a subcontractor or supplier, the contractor will not be bound by such provisions, but will nevertheless agree to take such action as may be directed by the United States Government to enforce such provisions on the part of the subcontractor or supplier."

## E. E. O. FEEDBACK REPORT

Name of Reporting

Unit \_\_\_\_\_

Location \_\_\_\_\_

Date \_\_\_\_\_

THIS REPORT SHOULD BE PREPARED QUARTERLY IN DUPLICATE ON THE LAST DAY OF MARCH, JUNE, SEPTEMBER AND DECEMBER COMMENCING WITH MARCH, 1970, AND FILED WITH THE CORPORATION'S E. E. O. COORDINATOR, INDUSTRIAL RELATIONS DIVISION.

- (1) Outline any affirmative action taken and results obtained since the last report to implement our Affirmative Action Policy of Equal Employment Opportunity (Include number of contacts with minority group organizations and individuals, both public and private, special advertising, special efforts, etc.) List, also, Affirmative Action planned.\*

- (2) List any new sources of recruitment. Have they been notified in writing that we are an Equal Opportunity Employer? ☐ Yes ☐ No

- (3) If pertinent, have you currently notified subcontractors on government contracts and unions of our commitments and their responsibilities under E. O. 11246? ☐ Yes ☐ No

- (4) Are copies of the Employment Policy and the Federal Equal Employment poster prominently posted in the proper locations? ☐ Yes ☐ No

- (5) Are the words "An Equal Opportunity Employer" inserted in all help wanted ads? ☐ Yes ☐ No

- (6) Is the Equal Employment Opportunity Policy regularly discussed at all levels of supervision and employment? ☐ Yes ☐ No

- (7) Is the Corporation's Policy communicated to new Employees in the indoctrination sessions? ☐ Yes ☐ No

8 Show Number of Applicants, New Hires, and Terminations for Quarter being reported

	TOTALS				MINORITY GROUP						
	Total (1)	Male (2)	Female (3)	Negro (4)	Male				Female		
					Oriental (5)	American Indian <sup>1</sup> (6)	Spanish Surnamed American <sup>1</sup> (7)	Negro (8)	Oriental (9)	American Indian (10)	Spanish Surnamed American <sup>1</sup> (11)
Applicants											
New Hires											
Terminations											
Promotions											

9 Show Status of Employees at end of Quarter

Job Categories	ALL EMPLOYEES			MINORITY GROUP EMPLOYEES							
	Total (1)	Male (2)	Female (3)	Male				Female			
				Negro (4)	Oriental (5)	American Indian (6)	Spanish Surnamed American (7)	Negro (8)	Oriental (9)	American Indian (10)	Spanish Surnamed American (11)
Officials and managers											
Professionals											
Technicians											
Sales workers											
Office and clerical											
Craftsmen (Skilled)											
Operatives (Semi-Skilled)											
Laborers (Unskilled)											
Service workers											
TOTAL											
Total - Last Report											

For definition of minority groups and categories, refer to instructions for Standard Form 100, EEO-1 (Annual Report)

10 Remarks (Include problems, solutions, suggestions, etc.)

By \_\_\_\_\_

Date \_\_\_\_\_

EQUAL EMPLOYMENT OPPORTUNITY  
AFFIRMATIVE ACTION COMPLIANCE PROGRAM  
APPLICANT TALLY

Period Covered \_\_\_\_\_

[illegible]

BLUE COLLAR  
JOB CATEGORIES

Crafts (Semi-skilled)							
Operatives (Semi-skilled)							
Unskilled workers							
Service workers							
TOTAL							
Blue Collar							
GRAND TOTAL							

## Location

Period Covered \_\_\_\_\_

[illegible]



Unit

EQUAL EMPLOYMENT OPPORTUNITY  
AFFIRMATIVE ACTION COMPLIANCE PROGRAM  
NEW HIRES

Location

Period Covered \_\_\_\_\_

[illegible]

Unit

EQUAL EMPLOYMENT OPPORTUNITY  
AFFIRMATIVE ACTION COMPLIANCE PROGRAM  
PROMOTIONS

Period Covered \_\_\_\_\_

Location

[illegible]

43

[illegible]

A demographic analysis of the area follows:

APPENDIX B

Location	Total Population		% Change 1969/1960	Minority Population		% Minority Population is of Total Population 1969
	1960 Census	1969* Estimate		1960 Census	1969* Estimate	
Essex County	223,545	272,150	5.3	193,178	266,200	27.4
Belleville Town	35,005	38,785	10.7	772		2.2
Bloomfield Town	51,867	54,980	6.0	732		1.4
Cedar Grove Town- ship	14,603	17,950	22.9	555		3.8
East Orange City	77,259	79,440	2.8	18,887		24.4
Irvington Town	59,379	64,130	8.0	144		0.2
Livingston Town- ship	23,124	29,390	27.1	103		0.4
Maplewood Township	23,977	25,130	4.8	227		0.9
Millburn Township	18,799	21,650	15.2	197		1.0
Montclair Town	43,129	44,630	3.5	10,039		23.3
Newark City	405,220	401,580	-0.9	137,949	248,225**	+61.8**
Nutley Town	29,513	32,600	10.5	443		1.5
Orange City	35,789	35,150	-1.8	8,231		23.0
South Orange Vil- lage	16,175	17,590	8.7	633		3.9
Verona Boro	13,782	15,720	14.1	316		2.3
West Caldwell Boro	8,314	11,800	41.9			
West Orange Town	39,895	44,320	11.1	287		0.7

SOURCES:

1960 Census

\* Division of Planning and Research 5 February 1970

\*\* Special Census Spring 1967

NEWARK LABOR FORCE AREA

ESSEX, MORRIS AND UNION COUNTIES

Comparison of 1969 Estimates

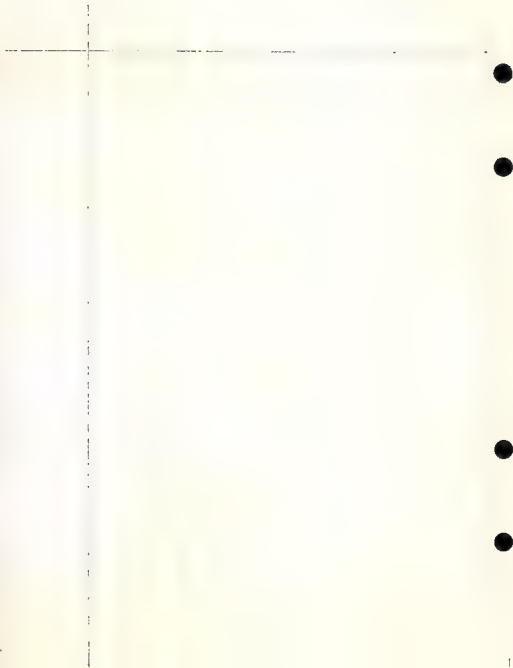
Minority		Total Population		Percent Minority Total
*Minority Population	331,900(1)	Total Population 7/1/69	1,920,450	17.3
Civilian Labor Force	150,400(3)	Total Civilian Work Force	900,400(3)	15.9
Employed	138,800	Employed	863,900	15.3
Unemployed	11,600	Unemployed	36,500	33.2
Rate	8.1	Rate	3.9	xxx

\*Nonwhite

Spanish

Surname

TOTAL 331,900



NEWARK WORK AREA  
(ESSEX, MORRIS AND UNION COUNTIES)  
REGISTERED MINORITY UNEMPLOYED

Total 11,600 - April 1970

Classification	Total	Male	Female	Percent of Distribution	Percent Male	Percent Female
Professional & Technical	46	31	15	0.4	0.2	0.2
Managers -- Officials	12	7	5	0.1	0.05	0.05
Clerical	499	332	167	4.3	2.2	2.1
Craftsman & Foreman	998	665	333	8.6	4.3	4.3
Operatives	661	441	220	5.7	2.9	2.8
Sales	661	441	220	5.7	2.9	2.8
Other (Laborers, Private household workers, service workers, & farm workers)	8,723	5,815	2,908	75.2	37.6	37.6

NEWARK WORK AREA  
(ESSEX, MORRIS AND UNION COUNTIES)  
REGISTERED MINORITY EMPLOYED

Total 138,800 - April 1970

Professional & Technical	12,074	8,049	4,025	8.7	5.8	2.9
Managers -- Officials	2,776	1,851	925	2.0	1.3	0.7
Clerical	17,350	11,567	5,783	12.7	8.5	4.2
Craftsman & Foreman	11,104	7,403	3,701	8.0	5.3	2.7
Operatives	39,974	26,649	13,325	28.8	19.2	9.6
Sales	2,776	1,851	925	2.0	1.3	0.7
Other (Laborers, Private household workers, service workers, & farm workers)	52,744	35,163	17,581	38.0	12.7	6.3

The above data was obtained from the New Jersey State Employment Office in Newark, New Jersey, from Mr. John Shaw, Labor Market Analyst, and Mr. Wally Dankworth, Newark CAMPS Representative.

## COMBINED

NEWARK/PATERSON LABOR AREA  
REGISTERED MINORITY UNEMPLOYED

Total 15,100 - April, 1970

Classification	Total	Male	Female	Percent of Distribution	Percent Male	Percent Female
Officials and Managers	17	9	8	.1	.05	.05
Professional & Technical	61	31	30	.4	.20	.20
Clerical	649	325	324	4.3	2.15	2.15
Craftsmen and Foremen	1,298	649	649	8.6	4.30	4.30
Operatives	861	431	430	5.7	2.85	2.85
Sales	861	431	430	5.7	2.85	2.85
Other (laborers, private household workers, service & farm workers)	11,353	5,677	5,676	75.2	37.6	37.6
<b>TOTAL</b>	<b>15,100</b>	<b>7,550</b>	<b>7,550</b>	<b>100.0</b>	<b>50.0</b>	<b>50.0</b>

## COMBINED

NEWARK/PATERSON LABOR AREA  
REGISTERED MINORITY EMPLOYED

Total 184,198 - April, 1970

Officials and Managers	16,174	10,783	5,391	8.8	5.87	2.93
Professional & Technical	3,876	2,584	1,292	2.1	1.40	.70
Clerical	23,150	15,433	7,717	12.5	8.34	4.16
Craftsmen and Foremen	15,604	10,403	5,201	8.5	5.67	2.83
Operatives	56,274	37,983	18,991	30.9	20.60	10.30
Sales	3,876	2,251	1,125	1.8	1.20	.60
Other (Laborers, private household workers, service & farm workers)	65,044	43,363	21,681	35.3	23.54	11.76
<b>TOTAL</b>	<b>184,198</b>	<b>122,799</b>	<b>61,399</b>	<b>100.0</b>	<b>66.7</b>	<b>33.3</b>

The above data was obtained from Mr. Richard D'Esterre, Labor Market Analyst, New Jersey State Employment Office, Paterson, New Jersey and from the New Jersey State Employment Office, Newark, New Jersey, from Mr. John Shaw, Labor Market Analyst and Mr. Wally Dankworth, Newark CAMPS Representative.

# A guide to predominantly Negro colleges and universities in the USA

For students and recruiters, here is a listing of the nation's more than 100 predominantly Negro colleges and universities, complete with placement directors and degrees offered

## THE AGRICULTURAL & TECHNICAL COLLEGE OF NORTH CAROLINA

North Blvd by Street  
Greensboro, N.C. 27411  
Phone: 919 273 1773

## ALABAMA AGRICULTURAL & MECHANICAL COLLEGE

Normal, Alabama 35762  
Phone: 205 852 5411

## ALABAMA LUTHERAN ACADEMY & COLLEGE

1804 N. Greene Street  
Selma, Alabama 36701  
Phone: 205 872 1357

## ALABAMA STATE COLLEGE

615 South Jackson Street  
Montgomery, Alabama 36101  
Phone: 205 262 3581

## ALBANY STATE COLLEGE

Hazard Drive  
Albany, Georgia 31705  
Phone: 912 435 3411

## ALBORN AGRICULTURAL & MECHANICAL COLLEGE

Lorman, Mississippi 39098  
Phone: Port Gibson, Miss. 420

## ALLEN UNIVERSITY

1530 Rarden Street  
Columbia, South Carolina 29204  
Phone: 803 256 4287

## ARKANSAS AGRICULTURAL, MECHANICAL & NORMAL COLLEGE

Pine Bluff, Arkansas 71604  
Phone: 501 Jefferson 5-6700

## ARKANSAS BAPTIST COLLEGE

1600 High Street  
Little Rock, Arkansas 72202  
Phone: 501 FR 4 7856

## ATLANTA UNIVERSITY

223 Chestnut Street  
Atlanta, Georgia 30314  
Phone: 404 523 6431

## BARBER SCOTIA COLLEGE

145 Depot Street  
Concord, North Carolina 28025  
Phone: 704 782 7613

## D EGREES OFFERED

B.S., M.S.—Agriculture, Home Economics, Biology, Chemistry, Business Adm., Arch. Engr., E. Engr., Mech. Engr. Ind. Education, Math. Phys. Soc. Sc. Physical Ed., Biology and Nursing

B.A.—English, Sociology, French, History and Government  
B.S.—Agriculture, Education, Social Science, Physical Science  
M.S.—Education

## D EGREES OFFERED

None  
Field of Study: Pre-Ministerial Teacher Training, College Preparatory

B.A., B.S., M.Ed.—Biology, Chemistry, History, Mathematics, Psychology, and Sociology, Business, Elem. Education, English, Music Ed., Physical Ed., Secondary Ed.

B.A., B.S.—Education, Business Administration, Liberal Arts, Nursing

B.S.—Biology, Chemistry, English, Social Science, Mathematics, Business, Agriculture, Industrial Education, Home Economics and Elementary and Health and Physical Education

B.A., B.S.—Liberal Arts, Fine Arts, Social Science, Physical Science, Mathematics, Education, Business Administration, Economic Education

B.S., B.A.—Agriculture, Social Science, Home Economics, Industrial Ed., Languages, Business, Health & Physical Ed., Music, Biology, Chemistry, English, History, Sociology

B.A., B.S.—Liberal Arts and Sciences

B.A.—Education, English, French, History, Economics, Political Science, Social Sciences, Sociology and Anthropology

M.S.—Mathematics, Biology, Chemistry, M.S.L.S.—Library Service  
M.S.W.—Social Work, B.B.A.—Business Administration, Ph.D.—Biology, Guidance and Counseling

B.S., B.A.—El. & Sec. Education, English, Business Education, Natural Science, Home Economics, Social Science

## Placement Director

Mr. W. I. Morris

## Dean of Students

Dr. L. W. Belcher

## President

Rev. V. J. Stringer

## Placement Director

Mr. Henry A. Spears

## Placement Director

Mr. Sanford McKenzie

## Placement Director

Mr. Warren Johnson

## Placement Director

Mrs. Thelma Fisher

## Placement Director

Mr. H. S. Barnett

## Placement Director

Mrs. Ethel M. Beckley

## Registrar

Mr. Paul J. Clifford

## Placement Director

Mr. Halston M. Kelly



<b>BENEDICT COLLEGE</b> Columbia, South Carolina 29206 Phone: 803 252 6396	NA	Dean of College Mr. T. J. Hanberry
<b>BENNETT COLLEGE</b> Greensboro, North Carolina Phone: 919 275 9791	B.A., B.S.—Biology, Chemistry, Mathematics, Music, History, English, El. Ed., Psychology, Home Economics, Business Ed., Sociology, Languages, Fine Arts, Medical Secretarial Science, Medical Technology, Pre-Medicine, Pre-Nursing, Physical Ed., Political Science	Placement Director Mrs. Charlotte Barnes
<b>BETHUNE-COOKMAN COLLEGE</b> Second Avenue Daytona Beach, Florida 32015 Phone: 305 255 1401	B.S., B.A.—Education, Humanities, Social Science, Science and Mathematics	Placement Director Mr. Harrison F. DeShields, Jr.
<b>BISHOP COLLEGE</b> 3837 Simpson Street Road Dallas, Texas 75214 Phone: 214 376 4317	B.A., B.S.—English, Languages—French, German, Spanish, Music, Religion & Philosophy, Social Sciences, History & Political Science, Economics, Sociology, Natural Sciences—Mathematics, Physics, Chemistry, Biology, Teacher Ed.—El. & Sec., Health & Physical Ed., Business Ed., Accounting	Dir. Student Pers. Servs. Mr. W. F. Washington
<b>BLUEFIELD STATE COLLEGE</b> 218 Rock Street Bluefield, West Virginia 24703 Phone: 304 325 7102	A.B., A.S., B.S.—Liberal Arts, Education, Technology (2 yrs.)	Placement Director Mr. E. W. Brumby
<b>BOWIE STATE</b> Bowie, Maryland 20713 Phone: 301 463 8194	B.S., B.A.—Education—El. Ed., English, History, Social Science, Anthropology & Sociology—Liberal Arts	Dean of Students Charles D. Sanders
<b>BUTLER COLLEGE</b> Bellwood Road Tyler, Texas Phone: 214-LY 3-3541	A.S., A.A.—Social Science, Religion, Science, Physical Education, Music, Education	Placement Director Mr. Samuel Turner, Jr.
<b>CENTRAL STATE UNIVERSITY</b> W. Hartford, Ohio 45386 Phone: 513 372 0941	B.A., B.S.—Arts and Sciences. B.S. in Ed.—Elementary & Secondary M.A.—Education and English A.A.—Secretarial Administration	Placement Director Mr. Jack M. Valdez
<b>CHEYNEY STATE COLLEGE</b> Cheyney, Pennsylvania 19319 Phone: 215 399 0990	E.A., B.S.—Liberal Arts, Industrial Arts, Education	Placement Director Mr. Warren B. Burton
<b>CLAFIN COLLEGE</b> Orangeburg, S. C. 29115	B.A., B.S.—Art, English, Music, Religion and Philosophy, Social Studies, Science, Physical and Health Education	Placement Director Mrs. Daisy D. Johnson
<b>CLARK COLLEGE</b> 249 Chestnut Street, S.W. Atlanta, Georgia 30314 Phone: 404 JA 4 7762	B.A., B.S.—Liberal Arts, Biology, Chemistry, Physics, Mathematics, Home Economics	Dean of Students Mr. Curtis D. Gillespie
<b>COAHOMA JUNIOR COLLEGE</b> Route 1, Box 616 Clarksdale, Mississippi 38614 Phone: 601 624 6029	A.A.—Education, Pre-Medical, Pre-Dentistry, Industrial Arts	Placement Director Mr. Leo Roy Gorman
<b>COPPIN STATE COLLEGE</b> 2500 West North Avenue Baltimore, Maryland 21216 Phone: 301 523 1111	B.S., B.A.—Elementary Ed., English, Social Sciences, Sec. Ed., History, Liberal Arts	Placement Director Mr. Morris Woodson
<b>DANIEL PAYNE</b> 6415 Washington Blvd. Birmingham, Alabama 35212 Phone: 205 965 0932	A.A.—Education	Dean Mr. Ernest E. King
<b>DAYTONA BEACH JUNIOR COLLEGE</b> Daytona Beach, Florida Phone: 904 255 1476	NA	Director Student Personnel Mr. George Harten
<b>DELAWARE STATE COLLEGE</b> Dover, Delaware 19901 Phone: 302 734 5271	B.A., B.S.—Fine Arts, Social Science, Physical Science, Business Administration, Liberal Arts, Agriculture, Education	Placement Director Mr. Frederick L. Franklin

<b>DILLARD UNIVERSITY</b> 2081 Gentilly Boulevard New Orleans, Louisiana 70122 Phone: 504-843-8861	<b>B.A., B.S.M.—Physical Sciences; Social Sciences, Liberal Arts, Nursing, Education.</b>	<b>Placement Director</b> Mr. John D. Furey
<b>EDWARD WATERS COLLEGE</b> 1628 Kings Road Jacksonville, Florida 32209 Phone: 904-355-2343	<b>B.S.—Liberal Arts, Sciences, Mathematics.</b>	<b>Dean</b> Mr. James A. Espy
<b>ELIZABETH CITY STATE COLLEGE</b> Elizabeth City, N.C. 27039 Phone: 919-338-3858	<b>B.S.—General Science, Art Ed., Biology, Business Ed., El. Ed., English, Health &amp; Physical Ed., Industrial Arts, Music.</b>	<b>Placement Director</b> Mr. Charles A. Ramsey, II
<b>FAYETTEVILLE STATE COLLEGE</b> Fayetteville, N.C. 28301 Phone: 919-403-6144	<b>B.S.—Elementary and Secondary Education.</b>	<b>Placement Director</b> Mr. John C. Jones
<b>FISK UNIVERSITY</b> Nashville, Tennessee 37203 Phone: 615-244-3590	<b>B.A., B.S., M.A.—Art, Biology, Business Administration, Chemistry, Dramatics &amp; Speech, Economics, Education, English, History, Mathematics, Modern Foreign Languages, Music, Physical Ed. &amp; Health, Physics, Psychology, Religion &amp; Philosophy, Science, Sociology.</b>	<b>Placement Director</b> Mr. Philip J. Winkfield
<b>FLORIDA AGRICULTURAL AND MECHANICAL UNIVERSITY</b> Tallahassee, Florida 32307 Phone: 305-222-8030	<b>B.A., B.S., LL.B., M.E.D., M.S.—Agriculture, Home Economics, Art &amp; Ceramics, Biology, Business Ed., Chemistry, Physics, Drama, &amp; Speech, English, Economics, Foreign Languages, History &amp; Geography, Library Science, Mathematics, Music, Philosophy, &amp; Religion, Political Science, Psychology, Sociology, Law, Elementary &amp; Secondary Education, Industrial Education, Physical Ed., Nursing, Pharmacy, Administration &amp; Supervision.</b>	<b>Placement Director</b> Mr. Clinton C. Cunninghamham
<b>FLORIDA MEMORIAL COLLEGE</b> St. Augustine, Florida 32084 Phone: 305-829-3487-0	<b>B.S.—Education, Social Science, Physical Science, English, Music, Religious Education.</b>	<b>Registrar</b> Mr. Francis Eagleson
<b>FORT VALLEY STATE COLLEGE</b> Fort Valley, Georgia 31030 Phone: 404-825-5363	<b>B.A., B.S., M.S.—Sociology, History &amp; Political Science, Economics, El. &amp; Sec. Ed., English, Mathematics, Science, Social Science, Music, Home Economics, Zoology, Botany, Physical Ed., Agriculture, Business Ed., Secretarial, French, Business Ad., Chemistry, Biology.</b>	<b>Placement Director</b> Mr. Ralph Malone
<b>FRIENDSHIP JUNIOR COLLEGE</b> Allen Street Rock Hill, South Carolina Phone: 803-328-6567	<b>A.A.—Liberal Arts, Business Education, Education.</b>	<b>Placement Director</b> Mr. L. E. Hayes
<b>GRAMBLING COLLEGE</b> Grambling, Louisiana 71245 Phone: 318-CR 7-3761	<b>B.A., B.S.—Physical Sciences, Liberal Arts, Education.</b>	<b>Placement Director</b> Mr. Leon Whitaker
<b>HAMPTON INSTITUTE</b> Hampton, Virginia 23368 Phone: 703-PARK 3-6581	<b>B.A., B.S., M.A.—Business Administration, Social Science, Nursing, Teacher Education, Arts and Sciences, Home Economics, Technology, and Graduate Studies.</b>	<b>Placement Director</b> Mr. Fred G. Scott
<b>HAMPTON JUNIOR COLLEGE</b> 1214 N.W. 16th Avenue Ocala, Florida 32670 Phone: 305-622-7218	<b>A.A.—Arts and Sciences.</b>	<b>Placement Director</b> Mr. Benjamin E. Flithis
<b>HOWARD UNIVERSITY</b> 2400 5th Street, N.W. Washington, D.C. 20001 Phone: 202-DU 7-6100	<b>B.S., B.A., M.S., Ph.D., M.D., LL.B., B.D., D.D.S.—Liberal Arts, Fine Arts, Music, Education, Architecture, Engineering, Medicine, Dentistry, Law, Pharmacy, Theology, Social Science.</b>	<b>Placement Director</b> Mr. Walter J. Hawkins
<b>HUSTON-TILOTTSON COLLEGE</b> 1820 East Eighth Street Austin, Texas 78702 Phone: 512-GR 6-6504	<b>B.A., B.S.—Liberal Arts.</b>	<b>Placement Director</b> Mr. L. H. Owens
<b>JACKSON STATE COLLEGE</b> 1325 Lynch Street Jackson Station C, Miss. 39217 Phone: 601-FL 3-3251 & 348-3893	<b>B.A., B.S., M.S., B.M.E.—Liberal Arts, Education, Business, Economics, Music.</b>	<b>Placement Director</b> Mr. Lee E. Williams

<b>JACKSON CHRISTIAN COLLEGE</b> Hill Country, Texas 75765 Phone: 714 769-3232	<b>B.A., B.S.—Education.</b>	<b>Placement Director</b> Mr. W. H. Palmer, Jr.
<b>JOHN WORTH UNIVERSITY</b> 100 Ford Road Chapel Hill, North Carolina 28208 Phone: 44 372 2370	<b>B.A., B.S.—Biology, Chemistry, Economics, E. Ed., English, Liberal Arts—Engineering, French, General Science, History, Mathematics, Music, Physical Ed., Physics—Mathematics, Political Science, Psychology, Social Science, Sociology, Computer Science, Data Processing.</b>	<b>Dean of Students</b> Mr. J. A. Gasion
<b>KENTUCKY STATE COLLEGE</b> Frankfort, Kentucky 40601 Phone: 502 223-2341	<b>B.A., B.S.—Physical Science, Business Administration, Education, Liberal Arts, Social Science, Fine Arts</b>	<b>Placement Director</b> Mrs. Anita H. Fields
<b>KITTRELL COLLEGE</b> Kittrell, North Carolina Phone 919-438 4431	<b>A.A., A.S.—Teacher Preparation, Natural Science, Social Science, Mathematics, Business Education</b>	<b>Dean of Students</b> Mr. Lorenzo A. Woodward
<b>KNOXVILLE COLLEGE</b> 601 College Street, N. W. Knoxville, Tennessee 37921 Phone: 615 546 0751	<b>B.A., B.S.—Physical Science, Business Administration, Education, Liberal Arts, Theology, Social Science, Fine Arts</b>	<b>Placement Director</b> Mr. Erell Pullman
<b>LANE COLLEGE</b> 501 Lane Avenue Jackson, Tennessee 38301 Phone: 801-427 0751	<b>B.A., B.S.—Physical Science, Business Education, Liberal Arts, Fine Arts, Religion, Social Science.</b>	<b>Placement Director</b> Mr. George L. Thacker
<b>LANGSTON UNIVERSITY</b> Langston, Oklahoma 73050 Phone: 405-Hopkins 6-2281	<b>B.A., B.S.—Agriculture, Liberal Arts, Sciences, Education.</b>	<b>Placement Director</b> Mr. Samuel M. Hall, Jr.
<b>LELAND COLLEGE</b> Baker, Louisiana 70714 Phone: 504 775 0170	<b>NA</b>	<b>NA</b>
<b>LE MOYNE COLLEGE</b> 807 Walker Avenue Memphis, Tennessee 38128 Phone: 801 948 6626	<b>B.A., B.S.—Liberal Arts, Education</b>	<b>Placement Director</b> Mr. John C. Michle
<b>LINCOLN UNIVERSITY</b> Jefferson City, Missouri 65102 Phone: 314 636 8121	<b>B.A., B.S.—B.M.—Liberal Arts, Social Science, Education, Fine Arts, Business Administration, Agriculture, Engineering M.Ed.—Education.</b>	<b>Placement Director</b> Mr. C. C. Daniel
<b>LINCOLN UNIVERSITY</b> Lincoln University, Pa. 19352 Phone: 215 932-8300	<b>B.A.—Liberal Arts</b>	<b>Placement Director</b> Mr. Samuel H. Grant
<b>LIVINGSTONE COLLEGE</b> West Monroe Street Salisbury, North Carolina 28144 Phone: 704 636 3062	<b>B.A., B.S.—Liberal Arts, Physical Sciences, Social Sciences, Education.</b>	<b>Placement Director</b> Mr. Robert Clayton
<b>LOMAX HANCOX COLLEGE</b> Greenville, Alabama 36937 Phone: 205 382 6511	<b>None General Study</b>	<b>NA</b>
<b>MARY HOLMES JUNIOR COLLEGE</b> West Point, Mississippi 38773 Phone: 601-1136	<b>A.A., A.S.—Liberal Arts, Education, Science, Mathematics, Business Administration</b>	<b>Placement Director</b> Mr. James A. Gilgore
<b>MARYLAND STATE COLLEGE</b> Princess Anne, Maryland 21853 Phone: 301 651 2200	<b>B.A., B.S.—Liberal Arts, Social Sciences, Natural Sciences, Physical Education, Agriculture.</b>	<b>Placement Director</b> Mr. C. C. Jacobs
<b>MATHEW JONOT COLLEGE</b> P. O. Box 230 Beaufort, South Carolina Phone: 803-JA 4 5624	<b>A.A.—Education.</b>	<b>Placement Director</b> Miss Josie L. Childs

<b>ALBANY MEDICAL COLLEGE</b> 1111 Albany Avenue North Nashville, Tennessee 37203 Phone: 258-3631	M.D., D.S.—Medicine, Dentistry. B.S.—Nursing, Medical Technology, Dental Hygiene.	<b>Dean of Medicine</b> Dr. Daniel Roffo <b>Dean of Dentistry</b> Dr. William Allen
<b>ALBANY STATE COLLEGE</b> 1111 Albany Avenue North Nashville, Tennessee 37203 Phone: 258-3631	B.A.—Elementary Education. B.A., B.S.—English, Biology, Chemistry, Mathematics, Business, Social Science.	<b>Placement Director</b> Mrs. Alice P. Allen
<b>MISSISSIPPI VALLEY INDUSTRIAL COLLEGE</b> Memphis Street Holly Springs, Mississippi 38635 Phone: 601-252-3411	B.A., B.S.—Biology, General Science, El. Ed., English, Social Science, Physical Ed., Music, Business Ed., Mathematics.	<b>Placement Director</b> Mrs. W. M. Frazier
<b>MISSISSIPPI VALLEY STATE COLLEGE</b> Hita Beas, Mississippi 38941 Phone: 601-254-2321	B.S.—Liberal Arts, Social Sciences, Natural Sciences.	<b>Placement Director</b> Mr. J. Hall Bolden
<b>MOBILE COLLEGE</b> 223 Chestnut Street, S.W. Atlanta, Georgia 30314 Phone: 404-MU 8-4223	B.A., B.S.—Liberal Arts, Science, Business Administration, Physical Education, Mathematics.	<b>Placement Director</b> Mr. William M. Hix
<b>MORGAN STATE COLLEGE</b> N. Len Road & Cold Spring Lane Baltimore, Maryland 21212 Phone: 301-254-6870	B.A., B.S., M.Ed., M.A., M.Sc.—Liberal Arts, Physical Sciences, Social Science.	<b>Placement Director</b> Mr. J. Percy Bord
<b>MORRIS BROWN COLLEGE</b> 643 Hunter Street, N.W. Atlanta, Georgia 30314 Phone: 404-JA 5-7831	B.A., B.S.—Business Administration & Economics, English, French, Physical Ed., History, Political Science, Philosophy & Religion, Psychology, Secretarial Science, Sociology, Music, Spanish, Biology, Chemistry, El. Ed., Home Economics, Mathematics.	<b>Placement Director</b> Miss Carrie L. Clements
<b>MORRIS COLLEGE</b> Sumter, South Carolina 29150 Phone: 803-772-3461	A.B., B.S.—Physical Sciences, Arts, Education, Theology.	<b>Dean of College</b> Mr. H. E. Hardin
<b>MORRISTOWN COLLEGE</b> Morristown, Tennessee 37814 Phone: 615-586-5262	A.A.—Liberal Arts.	<b>Administrative Dean</b> Mr. P. A. Edwards
<b>NORTH CAROLINA STATE COLLEGE</b> (Division of Virginia State College) 2410 Congress Avenue Norfolk, Virginia Phone: 703-MA 7-4371	B.A., B.S.	<b>Placement Director</b> Mr. G. E. Watts
<b>WORTH CAROLINA COLLEGE</b> AT OLR IAN Fayetteville Street Durham, North Carolina 27707 Phone: 919-682-2174	B.A., B.S., M.A., M.S., M.Ed., M.L.S., LL.B.—Liberal Arts & Nursing, Library Science, Law.	<b>Placement Director</b> Mr. William P. Malone
<b>OAKWOOD COLLEGE</b> Huntsville, Alabama 35806 Phone: 205-539-9464	B.A., B.S.—Theology, Sec. Ed., English, History, Mathematics, Chemistry, Biology, Music, Business Administration, Business Ed., Home Economics, El. Ed., Secretarial Science.	<b>Placement Director</b> Rev. Leo Moreno
<b>OWEN COLLEGE</b> 370 South Orlean Memphis, Tennessee 38102 Phone: 901-JA 5-1373	A.A., A.S.—General Education, Business, Secretarial Science.	<b>Placement Director</b> Mr. Allen Yancey
<b>PAINE COLLEGE</b> 1235—15th Street Augusta, Georgia 30900 Phone: 404-722-4471	A.B., B.S.—Liberal Arts, Education, Physical Science, Theology, Social Science.	<b>Placement Director</b> Mr. S. B. Gandy
<b>PAUL CLINE</b> Waco, Texas 76703 Phone: 817-753-6417	B.A., B.S.—Liberal Arts, Mathematics, Biology, Business Administration, Education.	<b>Placement Director</b> Mr. C. L. Wood

<b>PENSACOLA JUNIOR COLLEGE—</b> WASHINGTON BRANCH P. O. Box 2146 East Hill Station Pensacola, Florida 32504 Phone: 305 434 1504	A.A.—General Education	Administrative Dean Mrs. Lillie J. Frazier
<b>PHILANDER SMITH COLLEGE</b> 812 West 13th Street Little Rock, Arkansas 72203 Phone: 501 375-0045	B.A., B.S.—Natural Science B.S.—Home Economics	Placement Director Mrs. Luella Casson
<b>PINEY WOODS COUNTRY LIFE</b> Piney Woods, Mississippi 39148 Phone: 601 845 0016	NA	Registrar Miss Alice G. Gillespie
<b>PRAIRIE VIEW AGRICULTURAL AND MECHANICAL COLLEGE</b> Prairie View, Texas 78661 Phone: UL 7 3311	B.A., B.S., M.A., M.S.—Liberal Arts, Fine Arts, Agriculture, Nursing Education, Engineering	Placement Director Mr. C. O. Vancy
<b>PRENTISS NORMAL AND INDUSTRIAL INSTITUTE</b> Drawer C Prentiss, Mississippi 39474 Phone: 601 792 5809	Junior College Diploma—General Education	Registrar Purah D. Crosby
<b>ROSENWALD JUNIOR COLLEGE</b> P. O. Box 2329 Panama City, Florida 32401 Phone: 305 763 5927	A.A.—Elementary and Secondary Education, Liberal Arts, Terminal Pro- gram in Secretarial Science and Food Services	Placement Director Mrs. LaWanna H. Ivey
<b>RUST COLLEGE</b> Rust Avenue Holly Springs, Mississippi 38625 Phone: 601 269	B.A., B.S.—Liberal Arts, Business Administration, Music, Business Ed	Placement Director Mr. Willie Mesley
<b>SANCTUARY COLLEGE</b> Raleigh, North Carolina 27602 Phone: 919 VA 8-4451	B.A., B.S.—Liberal Arts, Business Administration, Education, Physical Sciences, Mathematics, Social Sciences	Placement Director Dr. Wiley M. Davis
<b>SANIT PAUL'S COLLEGE</b> Lawrenceville, Virginia 23868 Phone: 703 848 2638	B.A., B.S.—Natural Science, General Business, Ed. Ed., Business Ed., English, Natural Science, Social Science	Placement Director Dr. Robert H. Hatch
<b>ST. PETERSBURG JUNIOR COLLEGE</b> 3101 5th Avenue, South St. Petersburg, Florida 33712 Phone: 813-693 6755	A.A.—Business Education, Education, Physical Science, Social Science, Fine Arts	Placement Director Mr. W. Ervin Reason
<b>ST. PHILIP'S COLLEGE</b> (Branch of San Antonio College) San Antonio, Texas 78209 Phone: 512 734 5381	A.A.—Education, Pre-Medicine, Pre-Nursing, Pre-Engineering, Business, Social Science, Liberal Arts	Student Personnel Officer Mr. Charles Brezden
<b>SAVANNAH STATE COLLEGE</b> State College Branch Savannah, Georgia 31404 Phone: 912 354 4533	B.S.—Business Administration, Education, Humanities, Natural Sciences, Social Sciences, Technical Sciences	Placement Director Mr. Nelson R. Freeman
<b>SELMA UNIVERSITY JUNIOR COLLEGE</b> 1501 Lapsley Street Selma, Alabama 36701 Phone: 205 872 2533	B.Th.—Religion	President Dr. James M. Owens
<b>SHAW UNIVERSITY</b> Raleigh, North Carolina 27602 Phone: 919 Temple 3 3812	B.A., B.S.—Liberal Arts, Education, Science, Mathematics, English, French, Music, Religion and Philosophy, Physical Ed., Business, Economics, History, Political Science, Psychology	Placement Director Mr. Thomas E. Kee
<b>SHORTER COLLEGE</b> 604 Locust Street North Little Rock, Ark. 72114 Phone: 501 - FR 4 6305	A.A.—Liberal Arts, Applied Science, Social Science, Natural Science, Mathematics, Education	Placement Director Mr. James A. Gates

**SOUTHERN UNIVERSITY AND  
AGRICULTURAL AND MECHANICAL  
COLLEGE**

Southern Branch Post Office  
Baton Rouge, Louisiana 70813  
Phone: 504 775 6300

**SPELLMAN COLLEGE**

Atlanta, Georgia 30314  
Phone: 404 608 2148

**STILLMAN COLLEGE**

Post Office Box 1430  
Tuscaloosa, Alabama 35402  
Phone: 205 752 2540

**SUNSHINE RIVER JUNIOR COLLEGE**

Post Office Box 772  
Madison, Florida 32340  
Phone: 904 973 2208

**TALLADEGA COLLEGE**

Talladega, Alabama 35160  
Phone: 205 362 2752

**TENNESSEE AGRICULTURAL AND  
INDUSTRIAL STATE UNIVERSITY**

3500 Centennial Boulevard  
Knoxville, Tennessee 37203  
Phone: 615 CM 2-4311

**TEXAS COLLEGE**

2404 North Grand Avenue  
Tyler, Texas 75703  
Phone: 214 LY 4 7258

**TEXAS SOUTHERN UNIVERSITY**

3200 Wheeler  
Houston, Texas 77004  
Phone: 713 JA 8 0611

**TOULADO COLLEGE**

Tougaloo, Mississippi 39174  
Phone: 601 366 3425

**TUSKEGEE INSTITUTE**

Tuskegee Institute, Ala. 36588  
Phone: 205 227 2000

**UTICA JUNIOR COLLEGE**

Utica, Mississippi 39178  
Phone: 601 805 2611

**VIRGINIA SEABOARD COLLEGE**

Garfield and Dewitt Streets  
Lynchburg, Virginia 24501  
Phone: 703 845 7331

**VIRGINIA STATE COLLEGE**

Petersburg, Virginia 23806  
Phone: 703 733 8111

**VIRGINIA UNION UNIVERSITY**

1500 North Lombardy Street  
Richmond, Virginia 23220  
Phone: 703 - EL 5-2882

B.A., B.S., M.A., M.Ed., LL.B.—Liberal Arts, Sciences, Law, Education,  
Agriculture, Business Administration, Engineering

B.A., B.S.—Fine Arts, Liberal Arts, Physical Science, Social Sciences,  
Home Economics, Physical Education

A.B., B.S.—Sociology, Spanish, Christian Ed., Biology, Business Adm.,  
Business Ed., Chemistry, Commercial Studies, Elementary Education,  
French, General Science, Health & PE, History, Mathematics, Music  
Education, Physics, Social Sciences

A.A.—General College, Pre-Business, Pre-Medical, Pre-Nursing, Secretarial

B.A.—English, History, Psychology, Sociology, Economics, Education,  
Chemistry, Biology, Mathematics, Math-Physics, Music, Philosophy,  
Languages

B.A., B.S., M.A., M.S., M.Ed.—Agriculture, Liberal Arts, Physical Science,  
Education, Engineering

B.A., B.S.—Elementary Education, Home Economics

B.A., B.S., B.F.A., B.Mus., B.Mus.Ed., B.S.A., LL.B., M.A., M.Ed., M.Mus.Ed.,  
M.S.—Fine Arts, Liberal Arts, Science, Mathematics, Business, Law,  
Industrial Education, Pharmacy

B.A., B.S.—Biology, Chemistry, Economics, English, Elementary Education,  
Health & Physical Education, History, Music Education, Mathematics,  
Philosophy & Religion, Political Science, Sociology

B.S., M.S., M.Ed.—Agriculture, Physical Science, Social Science, Educa-  
tion, Engineering, Nursing, Veterinary Medicine, Home Economics,  
Food Adm., Physical Ed.

Junior College Diploma—General Education, Pre-Business, Pre-Mathemat-  
ics, Pre-Industrial Arts, Pre-Science, Terminal

B.A., B.S., B.Th., B.D.—Psychology, Social Science, English, Business  
Adm., El. Ed., Religion

B.A., B.S., M.A., M.S., M.A.T.—Arts and Sciences, Education, Commerce,  
Agriculture, Home Economics, and Industries

B.A., B.S., B.B.—Liberal Arts, Education, Social Science, Natural Science,  
Theology

**Placement Director**

Mr. James F. McKay

**Placement Director**

Miss Carolyn Crawford

**Placement Director**

Mr. Clinton Collins

**Registrar**

Mr. James B. Brown

**Placement Director**

Mr. James Adams

**Placement Director**

Mrs. A. G. Sasser

**Placement Director**

Mr. David H. Johnson

**Placement Director**

Mr. Elva K. Steward

**Placement Director**

Mr. A. A. Branch

**Placement Director**

Mr. G. L. Howell

**Dean**

Mr. Arthur Kinnard, Jr.

**Dean**

Mr. J. R. Williams

**Placement Director**

Mr. Alphonse McCain, Sr.

**Placement Director**

Mr. Quallie W. Mos.

<b>VOON COLLEGE</b> Soc. S. C. 29042 Pho. 1 703 3346	<b>A.A.—Education, Liberal Arts</b>	<b>Placement Director</b> Mrs. Wilkie Jenkins
<b>WEST VIRGINIA STATE COLLEGE</b> Inst. West Virginia 25112 Phon. 1 708 3981	<b>A.A., B.A., B.S.—Education</b>	<b>Placement Director</b> Mr. Graff Pitts
<b>WILDEFORD UNIVERSITY</b> Wilberforce, Ohio 45384 Phone 513 372 6321	<b>B.A., B.S., B.S.Ed., B.O.—Social Science, Humanities, Music, Sciences &amp; Mathematics, El. and Soc. Education, Theology</b>	<b>Director Cooperative Education</b> Mr. Richard A. Steciek
<b>WILEY COLLEGE</b> 711 Rosborough Springs Road Marshall, Texas 75670 Phone 214-WE 5-9361	<b>B.A., B.S.—Education, Physical Science, Liberal Arts, Theology, Business Adm., Social Science</b>	<b>Placement Director</b> Mr. G. H. Chandler
<b>WINSTON SALEM STATE COLLEGE</b> Winston-Salem, N. C. 27100 Phone: 919-725-3563	<b>B.A., B.S.—Nursing, Education</b>	<b>Placement Director</b> Mr. Hamlet E. Coore
<b>XAVIER UNIVERSITY OF LOUISIANA</b> Palmetto and Pine Streets New Orleans, Louisiana 70125 Phone: 504-KU 8-6646	<b>B.A., B.S.—Liberal Arts, Fine Arts, Physical Science, Pre-Medicine, Engineering, Business Administration, Education, Pharmacy</b>	<b>Placement Director</b> Mrs. Lois Taplin

RECOMMENDED PROCEDURES for DEVELOPMENT of a FACILITY AFFIRMATIVE ACTION PLAN  
to meet the requirements of ORDER NO. 4, OFFICE of FEDERAL CONTRACT COMPLIANCE  
as published in the FEDERAL REGISTER of 5 FEBRUARY 1970

REQUIRED UTILIZATION ANALYSIS

1. STATISTICS to be prepared/available as supporting documents to the Affirmative Action Plan (AAP).
  - a. EEO-1 Statistics for 1969, 1970, 1971, and current EEO-1 Statistics. (Current = no more than ninety (90) days from the date of the Review.)
  - b. Using the nine (9) EEO-1 Categories, list all employees, by each category, include:  
Name - Job Title - Race - Sex - Date of Hire - Department - Salary/Rate.
  - c. By Department, list all employees by EEO-1 Category (listing highest categories first) and include:  
Name - Job Title - EEO-1 Category - Race - Sex - Date of Hire - Salary/Rate.
  - d. For the previous twelve (12) months, prepare lists (These lists shall be available for conducting utilization analysis by contractor. Statistical summaries may be sufficient to include in the AAP submitted.) as follows:
    - (1) APPLICANT TALLY - FLOW CHART that includes:  

<u>Name</u>	-	<u>Job Title</u>	-	<u>Race</u>	-	<u>Sex</u>	-	<u>Referral Source</u>	-	<u>Specific Hiring Reason for Action or Non-Hire</u>
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    - (2) HIRES, by blue and white collar category, include:  

<u>Name</u>	-	<u>Job Title</u>	-	<u>Race</u>	-	<u>Sex</u>	-	<u>Date of Hire</u>	-	<u>Salary/Rate</u>	-	<u>Specific Referral Source</u>
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    - (3) TERMINATIONS, by blue and white collar category, include:  

<u>Name</u>	-	<u>Job Title</u>	-	<u>Race</u>	-	<u>Sex</u>	-	<u>Date of Hire</u>	-	<u>Salary/Rate</u>	-	<u>Date of Termination</u>	-	<u>Reason</u>
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REQUIRED UTILIZATION ANALYSIS

1. STATISTICS (continued)

d. (4) PROMOTIONS - include:

Name - Previous Job Title and Salary/Rate - Present Job Title and Salary/Rate - Race - Sex - Date of Hire - Date of Promotion.

(5) POTENTIALS for promotion - include:

Name - Present Job Title - Potential Job Title - Race - Sex - Date of Hire - Date when Promotion Action may occur.

(6) TRAINEES (Meaningful training which increased the employee's qualifications for higher level positions or would allow the employee to move laterally to a position resulting in career progression.) - include:

Name - Race - Sex - Title of course which was completed during the previous twelve (12) months.

(7) BID SHEETS for the last ten (10) job opportunities. Include the successful and unsuccessful bidders showing:

Name - Job Title - Race - Sex - Department - Date of Hire - Reason for Selection/Rejection.

(8) WORK SHEETS used in conducting utilization analysis.

## DOCUMENTATION OF AFFIRMATIVE ACTION

Local management shall document affirmative action taken clearly and briefly on the note sheets contained in this part of the manual. The following are examples of affirmative action which should be recorded:

Minority group recruiting activities with schools, churches, Urban League, NAACP, community action groups, etc. and results.

Meetings with employees to discuss urban affairs activities.

Activities such as committee assignments associated with civic or service clubs, Chambers of Commerce, etc., pertaining to urban affairs.

Discussions with minority group leaders and/or organizations.

Discussion with union representatives on equal opportunity activities.

Supervisory training programs on urban affairs.

Non-statistical data on hiring and promotion of minority group individuals, including management assistance given to the operation of the NAB/NJAB Programs.

Other items of this general nature.

GOAL

NOTES ON AFFIRMATIVE ACTION TAKEN	
DATE	ACTION